

Springdale Fire Department

Captain Evaluation Reference Guide

Behavioral Traits

Effectively promotes teamwork (within assigned crew): Does the captain work to build cohesiveness within the station? Does the captain appropriately address personality related issues with the crew? Does the captain promote positive relations or negative attitudes towards team members?

Decision making under pressure (maintains composure): Does the captain's performance vary (improve or worsen) when working under stress and pressure? Is there any change in performance during emergency scenes versus training operations? Does the captain have increased difficulty in making appropriate decisions under pressure?

Issues orders effectively (emergency and non-emergency situations): Does the captain have problems or hesitation with conveying orders and directives to personnel? Are those orders and directives clear and understandable? Do the personnel assigned to the captain generally understand these orders and directives?

Adaptability: Does the captain demonstrate resistance to changing roles, responsibilities, policies, procedures, etc? Does the captain "buy in" to change? Does the captain explain the necessity of change to personnel? Is the captain set in his/her "own ways"?

Organization Skills (schedules/completes assignments): Does the captain have difficulty in planning the workday to accomplish the desired or assigned tasks? Does the captain "put off" assignments? Does the captain complain about not having enough time to "do it all"?

Communication Skills (verbal & written): Does the captain communicate effectively with supervisors, peers, and subordinates? Are there instances of "miscommunication"? Does the captain possess the skills (and practice these) to appropriately prepare written communications and documents?

Promotes positive relations (to other agencies and to the public): Does the captain leave members of the public with a positive or negative image/feeling for the department? Does behavior/interaction elicit complaints from other agencies or members of the public?

Compliance Issues

Standard Operating Policies and Procedures: Does the captain know the rules? Does the captain make every reasonable effort to follow the rules? Does the captain choose to disregard the rules "just because"?

EMS Protocols: Same as above.

Civil Service Rules & Regulations: Same as above.

City Personnel Policy: Same as above.

Administers policies/rules fairly and consistently: Does the captain enforce all of the above stated rules fairly, equitably, and routinely? Does the captain “play favorites”?

Knowledge & Application of Job Responsibilities

Properly identifies/directs resources and equipment: Does the captain readily identify resource needs? Does the captain request additional resources and release unneeded resources appropriately? Does the captain provide appropriate direction to resources?

Properly evaluates incidents/initiates appropriate tactics: Does the captain have difficulty in sizing up situations? Does the captain “hesitate to commit to certain incidents? Does the captain exercise good judgment in initial tactics? Are there instances where tactics required changing due to poor judgment of the captain?

Performs and directs operations safely and effectively: Does the captain follow all normal precautions such as scene safety, protects the victim and crew members from undue risk of harm? Does the captain display a level of disregard for safety or over concerned of safety (to the point of being ineffective?

Maintains/Improves knowledge of FMA and Hazards: Does the captain aggressively study and familiarize his/her self with information? Are there instances where the captain “did not know this or that” about buildings, streets, fire protections systems, etc.?

Promotes development of assigned personnel: Does the captain encourage personnel to attend training, to further their education? Does the captain provide support to personnel desiring additional education? Does the captain work to prepare personnel to advance?

Maintains/Improves morale of assigned personnel: Do the personnel assigned to the captain show positive or negative signs of morale? Does the captain recognize situations of poor morale and attempt to make changes to improve morale? Does the captain promote high or low morale?

Command Presence (Respected by Others): Does the captain function at a level that promotes a “willingness to follow” in others? Do other personnel respect the captain for his/her knowledge, skills, and abilities or only because of the rank of the position?

Company Response (Quickly, Safely, Effectively): Does the captain ensure that units and personnel remain ready to respond in a timely manner? Are the units slow to respond? Does the captain provide direction to ensure units respond in the safest, most effective manner?

Required reports submitted accurately and timely: Does the captain delay in generating reports (EMS, Incident Reports, Training, Staff Activities, Shift Swap Forms, etc.)? Are these reports submitted accurately and completely? Does the captain ensure assigned personnel submit reports in this same fashion?

Working knowledge of department computer systems: Is the captain able to submit the above mentioned reports without difficulty? Is training/assistance required frequently?

Level of Supervision Required

Effectively performs duties without direct supervision: Does the captain have to be told to do complete assignments? Does the captain perform differently when supervised versus when unsupervised?

Solves problems without intervention from superior: Does the captain resolve personal conflicts/issues with others "on his/her own"? Does the captain recognize issues that require attention, identify problems, and make adjustments without direction from superior? Does the captain bring every issue/concern to the supervisor, "looking for someone else to fix things"?

Identifies needs/submits improvement plans: Does the captain bring forward legitimate concerns and issues with solutions attached? Do the solutions appear well thought out and genuine?